

EXHIBIT 3

ZENOBIA WALJI

Dynamic and proven **Global Healthcare Leader** with extensive medical device and market development experience including new market assessment, strategy, and product development.

GLOBAL BUSINESS • TALENT DEVELOPMENT • GROWTH PLATFORMS • LEADERSHIP

SUMMARY OF QUALIFICATIONS

- Results oriented leader adept at building both U.S. and worldwide businesses.
 - Over 15 years of International market and business development experience in Europe and Asia-Pacific.
 - Upstream and downstream marketing and market development experience.
 - Unique ability to identify and develop talent, having built high performance teams across global markets.
 - Proven ability to build cross functional and cross cultural relationships to create sustainable business value.
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CAREER ACHIEVEMENTS/SKILLS

- **Broad-based global healthcare experience with strong strategic and tactical expertise in:**
 - **Market Development** – Functional expertise in Marketing, Sales and General Management to build new (\$100 M), mid-sized (\$500 M) and large (\$1 B) medical device businesses.
 - **Product and Business Creation** – Designed, developed, and established growth platforms involving new products, procedures, and business adjacencies for new start-ups, mid-sized, and large medical device businesses within Johnson & Johnson.
 - **Strategic Planning** – Developed short-term operational and seven-year strategic plans for core businesses as well as White Space areas. Strategic assessments included high and low-end competitive disruption, new market and business model innovation as well as scenario planning.
 - **Leadership of cross-functional teams to secure Board-level investments and deliver Growth:**
 - 2011: Predictive view of competitive landscape for building the new Business Transformation plans
 - 2009: Minimally Invasive Surgery Scenario Analysis of market and competitive disruption.
 - 2007: Creation of an emerging market strategy and plan for China and India: 4x growth in 3 years
 - 2006: Vision and launch of an “Asia-Pacific Regional Hub” for Ethicon Endo-Surgery: 3x in 4 years
 - 2003: Vision and launch of a “Pelvic Floor” Platform in GYNECARE: \$200M of adjacent business
 - 1998: Vision and launch of a “Women’s Health” franchise in Australia and New Zealand. \$10+ M
 - 1995: Business re-engineering of the Singapore market to establish corporate account structure.
 - 1990: Partnership with McKinsey & Co. on laparoscopic business assessment for Asia-Pacific.
 - **Achieved world class results as Executive Director-Asia-Pacific** with the creation of an Asia-Pacific Regional Hub that grew from a U.S. \$360 million to \$1 billion business in four years:
 - Built the vision and defined the critical capability for a sustainable \$1 billion business.
 - Partnered with key opinion leaders and leading hospitals to establish world class surgical training and advisory boards.
 - Established clinical sales and marketing training to accelerate the development of Asian talent.
 - **Professional Awards:** Recipient of Johnson & Johnson Standards of Leadership and Encore Awards; ten awards granted from 2002 to 2011 including Asia-Pacific’s “One-To-Win” Award for Business Excellence in 2008 and 2009, and the Medical Device Design Award in 2006.
 - **Multilingual:** Fluent in English, French, Urdu, and Kutchi.
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PROFESSIONAL EXPERIENCE

THE JOHNSON AND JOHNSON FAMILY OF COMPANIES, MEDICAL DEVICE FRANCHISES

1988 - PRESENT

ETHICON ENDO-SURGERY, INC., CINCINNATI, OHIO

2005-Present

Manufacturer of advanced medical devices for minimally invasive and open surgical procedures.

DIRECTOR, WORLDWIDE STRATEGIC PLANNING

2009-Present

- Excels in business strategy development by facilitating global forums for strategy dialogue and insights; leverage of Disruptive Innovation frameworks and analytics have been foundational for developing predictive views of the market.
- Scenario planning combined with risk-opportunity modeling has helped to direct strategic investments in new business and white space areas.
- Strategic plan development includes seven-year financials with full P&L.

EXECUTIVE DIRECTOR, ASIA-PACIFIC

2005-2009

- Spearheaded the creation and implementation of the "Asia-Pacific Regional Hub" building critical skills, competencies, and processes in support of \$1 billion business; key focus on maximizing new product launch impact and accelerating the growth of emerging markets.
- Led the recruitment and development of the Regional Marketing team supporting the 15 countries of Asia-Pacific; business process and capability development resulted in delivering revenues two years ahead of the strategic plan forecast achieving the highest global growth for four consecutive years.
- Other key initiatives included building a product and talent pipeline for sustainable growth.

GYNECARE WORLDWIDE, SOMERVILLE, NEW JERSEY

2000-2005

A division of Ethicon offering minimally invasive treatment options for a variety of gynecologic conditions.

DIRECTOR, STRATEGIC MARKETING

2004-2005

- Established long term growth initiatives via new technology assessments and market development; lead two due diligence teams to evaluate White Space opportunities in new platform areas.
- Instrumental to the development and global launch of the new Pelvic Floor platform.

DIRECTOR, MARKETING

2000-2004

- Developed and directed new product pipeline and process improvement strategies resulting in the launch of seven new products in four years and double digit annual growth; 41% in 2000 and 2001, 37% in 2002, and 22% in 2003 and named the fastest growth medical device and diagnostics company in 2002.
- Defined marketing capability requirements for the newly established U.S. marketing organization; recruited, trained, and supervised six Product Marketing Managers.

JOHNSON AND JOHNSON MEDICAL, AUSTRALIA AND NEW ZEALAND

1998-2000

GROUP MARKETING MANAGER – WOMEN'S HEALTH, CODMAN, AND MITEK

1999-2000

- Successfully established a Women's Health franchise combining BIOPSY and GYNECARE; met first year sales goal, and exceeded second year business plan by \$1.0 million which enabled the achievement of break-even in year two.
- Mitek Australia achieved recognition as the second largest Mitek business outside of the U.S.
- Pioneered the integration of consumer marketing into the medical device business.

MARKETING MANAGER, ORTHOPAEDICS

1998-1999

- Orchestrated full integration of DePuy into Johnson & Johnson and achieved 15% growth; managed all sales, marketing, customer service, and logistics functions.

ADDITIONAL EXPERIENCE

- Division Director, Johnson & Johnson Medical, Singapore, 1994-1998.
- Regional Market Development Manager, Johnson & Johnson Medical, Asia-Pacific, 1994-1995.
- Marketing Manager, Ethicon Endo Surgery, Singapore, Indonesia and Malaysia, 1992-1994.
- Sales Manager, Ethicon Suture franchise, Singapore and Brunei, 1989-1992.
- IRDP Management Trainee, Full Line Ethicon Representative, Las Vegas, Nevada, 1988-1989.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION – INTERNATIONAL MARKETING

PETER DRUCKER GRADUATE MANAGEMENT CENTER

Claremont, California

BACHELOR OF ARTS – EUROPEAN STUDIES AND PHILOSOPHY

CLAREMONT MCKENNA COLLEGE

Claremont, California

STUDY ABROAD – THE EXPERIMENT IN INTERNATIONAL LIVING

SCHOOL FOR INTERNATIONAL TRAINING

Toulouse and Paris, France